SUSTAINER

WELCOME HOME,

WELCOME CHANGE

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FROM THE COMMAND

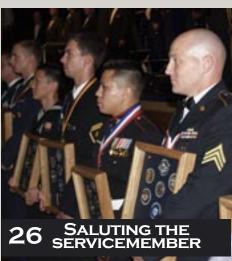
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ON THE BACK

Soldiers of the 3rd Corps Support Command's Headquarters and Headquarters Company and the 19th Support Center, stand ready to greet waiting families and friends at the arrival ceremony for the Wiesbaden-based Soldiers, Sept. 19, 2006.

Photo by Jerry Bryza, Jr.

COMMANDING GENERAL'S COMMENTS

Honored Privileged to serve with the 3rd COSCOM

It is a great honor and privilege to serve with the 3rd Corps Support Command. The 3rd COSCOM has a tremendous reputation for excellence in support of the Warfighter. Jennifer and I are glad to be a part of this great

My arrival to the community and command went smoothly. The Change of Command, Command Sgt. Maj. Tennant's Assumption of Responsibility, and the Welcome Home Ceremonies were all magnificent events. I thank you all for your hard work in making each of these events memorable.

Soldiers and civilians, you have proudly and safely returned home from a tough and honorable mission. Your selfless sacrifice, courage and perseverance made your units successful. Your mission was important because it ultimately protects our homeland, our way of life, and our allies, while providing future generations with the hope that they can live without fearing of terrorism. Whatever the task, however complex the challenge, or mission, you have proved that you are always ready!

I'd like to share a few thoughts with you on the way ahead. The centerpieces of the 3rd COSCOM are its Soldiers and civilians. Your creativity, expertise, hard work and dedication make this command successful! To remain successful we must train and develop adaptive and multiskilled leaders, Soldiers and civilians to meet future joint and Army needs. Everyone must strive to create and to maintain a climate and culture that promotes trust, logistics excellence and diversity... treat everyone with dignity and respect. We must provide and maintain a safe, secure and healthy work environment, by promoting safe working conditions and practices. The Army's *Own the Edge* safety campaign and composite risk management are critical to our success. Everything we do must be based on the Army



values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage. We must look out for each other and take care of our Soldiers, civilians and family members!

The 3rd COSCOM has a strong reputation as a trained and ready organization. We must remain focused on:

- ~ Continuing to support the Global War on Terror
- ~ Redeploying, reintegrating, reconstituting and retraining all units and personnel
- ~ Inactivating the 16th Corps Support Group, 19th Support Center, 27th Transportation Battalion (MC), 181st Transportation Battalion, 485th Corps Support Battalion and Special Troops Battalion by July 2007
- ~ Restationing the 3rd COSCOM from Wiesbaden, Germany, to Fort Knox, Kentucky, in June 2007
- ~ Transforming the 3rd COSCOM into the 3rd Expeditionary Sustainment Command in September 2007

Finally, I ask each of you to look around your section, unit and community and think about what you can do to improve things. Share your positive ideas with your chain of command. As a world-class organization, we must continually look for and find ways to improve.

Jennifer and I hope that you were able to spend time with your families and safely enjoyed the holiday season. Please take time to reflect and to pray for our fellow Americans who are deployed around the world, many risking their lives in the war against terror.

Thank you for your selfless service to our nation and your hard work!

Michael J. Lally Brigadier General, USA **Commanding**

COMMAND SERGEANT MAJOR'S WORDS

LEADERSHIPINACTION

Leadership is the foundation and the bedrock of everything we do in the Army. What kind of leader are you?

Soldiers can tell right away by their first impression of the way they and their families are welcomed, whether a unit they are processing into is formed from good or bad leaders. Leadership is the ability to accomplish the mission by providing direction, purpose and motivation. Employing those three words, our job is to build a team with trust, respect and confidence instilled in every member. What kind of leader are you?

I want to take this opportunity to say, "welcome to the new year" to each and

every Soldier, civilian and family member across the 3rd COSCOM footprint. It is an honor to be selected as the next command sergeant major of this outstanding unit.

Be proud of your accomplishments during our recent deployment. However, never forget for one minute the mission is incomplete. As we all watch the national and local news, we see Soldiers dying. To date, more than 3,000 have sacrificed their lives. Our hearts and prayers go out to them and their families.

As we rejoice in redeployment and celebrate our unit's downrange accomplishments, we must also look forward and prepare for our next challenge. 3rd COSCOM has received a change of mission order in which the Army has directed our units to inactivate and the 3rd COSCOM headquarters to relocate to Ft. Knox, Kentucky.

While executing this order, the many things we must accomplish to be successful all require the quality leadership I wrote of earlier. We have a responsibility to bring our equipment to 10/20 standards so that USAREUR units can receive this equipment and begin using it right away.



We must also prepare our Soldiers for assignments to either PCS to both CONUS and OCONUS locations based on each Soldier's time remaining in Germany and other choices made with the personnel system. We must prepare the buildings we work and reside in to be cleared, cleaned and repaired as needed in order to turn these facilities over to the community leadership for future operations. There is so much to do in the upcoming months and we can't afford to waste time or resources

as the doors of the 3rd COSCOM as we know it close, and then reopen in a new location with a new nucleus.

While working toward our goals, continue to exercise your leadership skills and remember the following areas of interest: accountability of personnel and equipment, good order and discipline (high morale), communication (up and down the chain-of-command), PCS orders (awards/NCO-ER/OER/passports/visas), Army warrior tasks, MEDPROS, safety, maintenance, physical fitness and weight control, and NCOES.

In closing I want to emphasis that I, as your command sergeant major, am here to serve and not to be served. Together let's complete this mission to standard and send our Soldiers to their next duty station trained and personally prepared. Nobody does it better in Sustaining the Line. Army Strong!!

> Willie C. Tennant, Sr. CSM, USA Command Sergeant Major

FROM THE EDITOR

WELCOME HOME, Welcome Change

STAINER

Welcome to the Winter 2007 Sustainer magazine. Our goal in this edition, as in every edition, is to provide a wide variety of information for and about the 3rd Corps Support Command and the Soldiers, civilians and family members who make up this proud unit.

This is the first edition of the Sustainer to come out since the COSCOM returned

from Operation Iraqi Freedom and as such, covers the last two quarters instead of just one.

In this edition, we highlight the many homecomings throughout the command. We also look at the ties of the military family, both personal and professional, in our stories about two seasons and the bond between veterans.

The COSCOM Soldier is a logistic Soldier, and we

showcase this in our stories about the 16th Corps Support Group's dining facilities and the Special Troops Battalions major logistical operation.

WELCOME CHANGE

The 3rd COSCOM is also in transition. During the units deployment, many of the units that stayed behind left the theater, inactivated or moved under a different command in preparation for the transformation of the 3rd COSCOM this summer.

The 16th CSG's units were a large part of that transition as itself prepares to inactivate as a CSG and become a Sustainment Brigade in Bamberg, Germany.

The 7th CSG consolidated under the 21st Theater Support Command and prepares to transform and take the flag of the 16th SB. Our story on the 7th CSG's departure from the COSCOM touches on

this transformation.

The COSCOM headquarters went through major changes and is prepared for more. Two of the most significant changes are the new commanding general and command sergeant major, whose stories are told in this edition.

But even through the change, COSCOM Soldiers shined. One was

> honored by the USO at a very special dinner. And every Soldier strives to live the Army values, as represented in our values poster series.

Our regular columns from the Family Readiness Group, Human Relations/Equal Opportunity Advisor, Career Counselor and Safety Officer are overflowing with information.

This edition's double-sided poster highlights the 3rd **COSCOM Soldiers**

living the Army Values, and shows the history and planned future of the soon to be 3rd Expeditionary Sustainment Command.

If you have any suggestions, or would like to make a submission for a future edition of Sustainer magazine, please contact us at the address to the right.

We ask that you keep the Soldiers and civilians who are serving in harm's way around the world, and their family members, in your thoughts. If you are one of them, we thank you for your service and sacrifice!

> Jerry Bryza, Jr. Asst. Editor/Layout & Design 3rd Corps Support Command



Brig. Gen. Michael J. Lally

3rd COSCOM Commanding General

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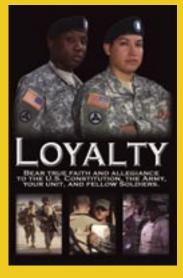
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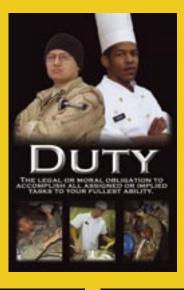
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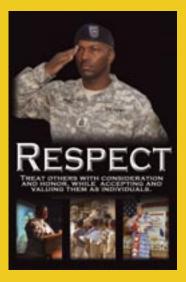


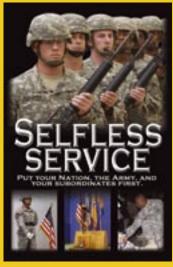
3RD CORPS SUPPORT COMMAND

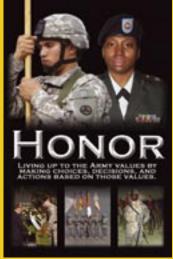
LIVING THE ARMY VALUES

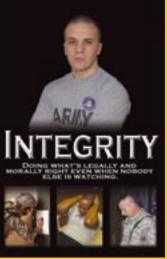


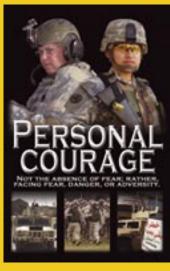












From the first day a man or woman nervously enters basic training, they are introduced, sometimes in a dramatic fashion, to a whole list of rules and regulations they are to remember. A young Soldier begins to learn the Soldiers Creed, the Army Song and also the Army Values.

The Army Values are a guide that Soldiers are to live by and use to base

their decisions on throughout their career.

For 3rd Corps Support Command Soldiers, the Army Values helped to drive them through their recent deployment and guide them in doing the right things now back in Germany.

The individuals highlighted were chosen to represent the command in these posters based on their leaders' recommendations. Each person lives the Army's belief of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage, or **LDRSHIP** the acronym most Soldiers are familiar with.

It should be the goal of all Soldiers to live by this code and make these words a cornerstone of there lives, both while they serve their country and when they carry on in their civilian lives.

Change of Command

Just ten days after the 3rd Corps Support Command's final chalk of Soldiers returned from Iraq, the unit gathered for a Sept. 28 change of command ceremony at its headquarters building on Wiesbaden Army Airfield.

During the ceremony, Brig. Gen. Michael Lally accepted the role as the unit's new commanding general from the outgoing commander, Brig. Gen. Rebecca Halstead.

Brig. Gen. Scott West, commander of the 21st Theater Support Command, addressed the crowd, paying tribute to Halstead and voicing confidence in Lally who will face the upcoming missions of the 3rd COSCOM restationing to Fort Knox, Kentucky, and transforming into the 3rd Expeditionary Sustainment Command.

Lally commented on how honored and proud he is to serve with the 3rd COSCOM, and Halstead thanked the Soldiers, civilians, and family members for their service and support.

Halstead is currently serving as commandant of the U.S. Army Ordnance Center and Schools, at Aberdeen Proving Ground in Maryland.

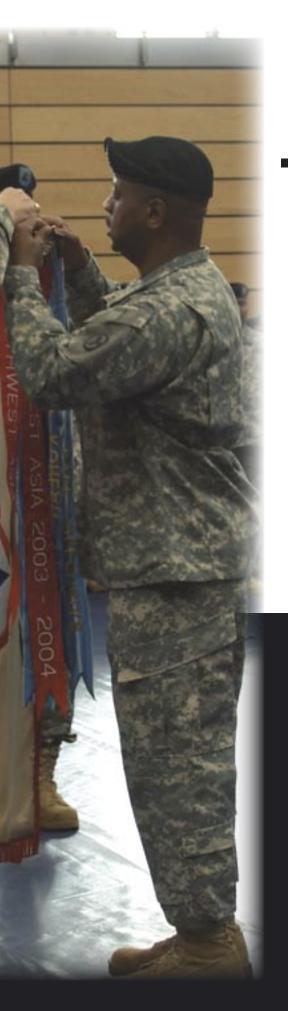
Brigadier General Lally graduated from the United States Military Academy in 1978 with a Bachelor of Science degree in Engineering and was commissioned a Second Lieutenant in the United States Army Transportation Corps. He earned a Master of Science Degree in Operations Research from the Naval Postgraduate School, Monterey, California. His military education includes the Transportation Officers Basic and Advanced Courses, Fort Eustis, Virginia, the Army Command and General Staff College at Fort Leavenworth, Kansas, and the Army War College at Carlisle Barracks, Pennsylvania.

His most recent assignment was as commander of the Defense Distribution Center, New Cumberland, Pennsylvania from August 3, 2004 to August 23, 2006.

Previous key assignments include Commander, 309th Transportation Detachment, 11th Transportation Battalion, Fort Story, Virginia; Chief, Movement Region I, 25th Transportation Center, Yongsan, Korea; Joint Staff Officer and Executive Officer, United States Transportation Command, Scott Air Force Base, Illinois; Chief, Operations Research Systems Analysis Cell, United States Army Europe and Seventh Army, Heidelberg, Germany; Commander, 27th Transportation Battalion (Movement Control), 3rd Corps Support Command, Kaposvar, Hungary and Wiesbaden, Germany; the United States Transportation Command Liaison Officer to the Commander-In-Chief United States Joint Forces Command in Norfolk, Virginia; Commander, 1st Transportation Movement Control Agency, Kaiserslautern, Germany; and Executive Officer to the Commander, Army Materiel Command, Ft Belvoir, Virginia.

His awards and decorations include the Defense Superior Service Medal with Oak Leaf Cluster, Legion of Merit with an Oak Leaf Cluster, Defense Meritorious Service Medal and Meritorious Service Medal with four Oak Leaf Clusters.





Assumption of Responsibility

The 3rd Corps Support Command held an Assumption of Responsibility Ceremony, Nov. 29, at the Wiesbaden Army Airfield Fitness Center to welcome its incoming command sergeant major, Command Sgt. Maj. Willie C. Tennant, Sr.

Brig. Gen. Michael J. Lally, commanding general of the 3rd COSCOM, welcomed Tennant in front of an all enlisted Soldier formation.

He began by highlighting Tennant's previous deployments, and his former service as the Special Troops Battalion's interim command sergeant major in 2004, the 7th Corps Support Groups command sergeant and the 3rd COSCOM rear-detachment command sergeant major during Operation Iraqi Freedom 05-07.

Tennant gave a motivating speech to the Soldiers who stood before him, ensuring them that he is ready for this new endeavor as their command sergeant major.

Tennant assumed responsibility of the 3rd COSCOM from the unit's outgoing command sergeant major, Command Sgt. Maj. David Wood. Wood is now serving as the 21st Theater Support Command's command sergeant major.

Command Sgt. Maj. Willie C. Tennant Sr. hales from Pleasantville, New Jersey. He entered the U.S. Army in September 1978. He attended Basic Training and Advanced Individual Training at Fort Dix, New Jersey as a Food Service Specialist (94B).

Command Sgt. Maj. Tennant has held every leadership position from squad leader, section sergeant, platoon sergeant, operations sergeant, first sergeant, sergeant major, and command sergeant major.

His military education includes Airborne School, Air Assault School, Primary Leadership Course, Basic and Advanced Noncommissioned Officer Courses, Battle Staff Course, Battalion Training Management Course, Dining Facility Management Course, Food Service Management Course, Combat Lifesaver Course, First Sergeant Course, Small Group Instructor Course, Instructor Training Course, Command Sergeant's Major Course; Sergeant's Major Course, Senior Leader Equal Opportunity Course and the Senior NCO Safety Course.

Command Sgt. Maj. Tennant's Awards include the Bronze Star (1st OLC); Meritorious Service Medal (2nd OLC); Army Commendation Medal (4th OLC); Army Achievement Medal (4th OLC); Army Superior Unit Award; Military Outstanding Volunteer Service Medal; Good Conduct Medal (8th Award); National Defense Service Medal w/star; South West Asia Ribbon with 3 campaigns; Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal, Navy Commendation Medal; Armed Forces Expeditionary Medal; Armed Force Service Medal, NCO Professional Development Ribbon (Numeral 4); Army Service Ribbon; Overseas Service Ribbon (Numeral 3); NATO Service Ribbon; Saudi Arabia Defense Medal; Kuwait Liberation Medal; Parachutist Badge, Air Assault Badge; Drivers Badge (Wheel); German Parachutist Badge, and the Distinguished Order of Saint Martin.





WIESBADEN COMMUNITY WELCOMES HOME 7 UNITS

The 3rd Corps Support Command hosted a Welcome Home Ceremony 11 a.m., Nov. 17, for Wiesbaden community Soldiers who recently redeployed from Operation Iraqi Freedom.

Brig. Gen. Michael Lally, commanding general, 3rd COSCOM, spoke at the event honoring more than 600 Soldiers and civilians from Headquarters and Headquarters Company, 3rd COSCOM; Special Troops Battalion; 19th Support Center; Headquarters and Headquarters Company, 27th Transportation Battalion (MC); 626th Movement Control Team; Bravo Detachment, 55th Personnel Services Battalion and 1st Tactical Unmanned Ariel Vehicle Platoon, Charlie Company, 501st Military Intelligence Battalion.

Following an invocation by Col. (Chap.) Larry Robinson, Lally began his speech by welcoming back and thanking the Soldiers and civilians for their commitment to the nation.

"For our nation to be successful, the nation must be willing to serve. We are here today to thank you for your service to the nation," Lally said.

Lally then personally thanked each unit for its service and highlighted its accomplishments while deployed.

"Headquarters, 3rd COSCOM received the Meritorious Unit Commendation for meritorious service in support of military operations," Lally said.

"They commanded seven brigades, 23 battalions and 122 company sized units with over 24,000 Soldiers in Iraq and Kuwait," he added.

During the ceremony, the Meritorious Unit Commendation streamer was added to the 3rd COSCOM guide-on by Lally and Command Sgt. Maj. Willie C. Tennant Sr., 3rd COSCOM command sergeant major.

The contributions of the 3rd COSCOM's STB, headquartered in Kuwait, were mentioned next. Lally praised the STB for its role in helping to prepare units for their mission in Iraq.

"The battalion volunteered for difficult missions and expended the extra effort to ensure every unit was prepared for the Iraqi theater of operations," Lally said. "The STB served as a combat multiplier as they worked around the clock battle tracking, advising and moving thousands of tons of equipment and personnel through Kuwait and into Iraq."

During its deployment, the 19th SC served two vital functions, said Lally.

It not only had to manage the materiel needs for all of Iraq, but had to meld six different companies into one cohesive unit to do it.

Lally also mentioned the 19th SC's humanitarian contribution to OIF.

Supporting over 200,000 personnel theater wide, the 19th's supply division was responsible for opening six bottled water plants, bottling over 111 million liters of water, saving \$63 million. More importantly, the bottled water plants kept 9,500 trucks from have to navigate the dangerous streets of Iraq, said Lally.

This was the second deployment to Iraq for both 3rd COSCOM and 19th SC.

During its deployment, 27th Trans Bn. (MC) and its 24 forward movement control teams, were responsible for providing full spectrum movement control for the civil-military network in Iraq.

"The battalion's area of operations was roughly 430,000 square miles, with more than 2,200 miles of main and alternate supply routes, three international crossing points, 13 strategic airfields and 19 MCT transportation locations," Lally said.

In addition to Soldiers and civilians from 3rd COSCOM, Lally also recognized Soldiers from Bravo Detachment, 55th PSB, 1st PERSCOM and 1st TUAV Platoon, Charlie Co., 501st MI Bn., 1 AD.

Bravo Detachment, 55th PSB expanded their personnel services to both active and reserve component Soldiers at Camp Victory, Buehring, Arifijan and Virginia.

"Your mission was import homeland, our way of life and our generations" generations that the



Story by Spc. Andrew Orillion Photos by Sgt. Mary E. Ferguson

"They trained casualty liaison teams, facilitated mass casualty exercises and were responsible for the rest and recuperation briefs and orchestrated the Army's Deployment Cycle Support Program for forces into and out of theater," Lally explained.

1st UAV Platoon, Charlie Co., 501st MI Bn., 1 AD, provided support with the use of one of the Army's newest tools, the TUAV.

While supporting the 1st Armored Division's 2nd Brigade Combat Team, during the Iraqi national elections in December of 2005, the platoon flew over-watch missions for all of the polling and voting sites within the brigade's area of operations, significantly reducing the threat of attacks by insurgents and saving countless lives.

Lally also thanked those in attendance who, while not serving downrange, still contributed to the effort.

"To everyone in the stands, these units in formation before you could not have accomplished their missions without your support," Lally said.

"I congratulate all of you on a job well done and I thank you for what you continue to do for our Soldiers, their families and units in the Wiesbaden community," he said.

Lally concluded by recognizing those who gave their lives during the deployment:

"In closing, let us give thanks to and never forget fallen comrades. The ultimate sacrifice each of these individuals made for their country is monumental."

"We owe an enormous debt of gratitude to each of them, their families, and loved ones," he said.

When the ceremony ended, the Soldiers, civilians and family members enjoyed an indoor reception at the Tony Bass Fitness Center to celebrate their return home.





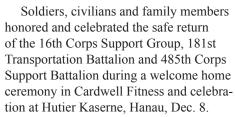


ant because it ultimately pr<mark>otects our allies while providing hope to future y can live without fear of te<mark>rrorism."</mark></mark>

~ Brig. Gen. Michael J. Lally 3rd COSCOM commanding general



HANAU COMMUNITY WELCOMES HOME CSG Story & Photos by Spc. David Chapman



The ceremony began with the formation of troops, the arrival of the colors, and the invocation delivered by Chaplain (Maj.) Homer McLearn, 16th CSG chaplain

After the presentation of the colors, the 1st Armor Division Band performed the German National Anthem and the National Anthem of the United States.

Col. Victor Maccagnan, Jr., the 16th CSG commander, and Command Sgt. Maj. Rickey Driskell, then uncased the unit's colors and attached the Meritorious Unit Commendation streamer, awarded for the unit's actions and hard work downrange. The 181st Trans. Bn. and the 485th CSB also added streamers to their colors.

Maccagnan then spoke to those in attendance.

He shared his appreciation for the Soldiers who he deployed with, and informed special guests and family members of the downrange accomplishments of the 16th CSG.

"Today's ceremony marks the official return of three successful units from a year-long deployment in support of the global war on terrorism," Maccagnan said. "These units collectively planned, prepared and exercised command and control over nearly 2,000 combat logistics patrols,

and the supply of more than 800 million gallons of fuel, 220,000 short tons of food, water, supplies and equipment."

Brig. Gen. Michael Lally, commander of the 3rd Corps Support Command, then presented awards to members of the Family Readiness Group.

Following the formal portion of ceremony, Soldiers, civilians and their families took part in the fun and festivities of the celebration held at Hutier Kaserne.

The celebration included face painting, arcade games, a mechanical bull and a carousel.

The event featured disc jockeys and a live performance by Q2, a cover band duet made up of former Air Force musicians Jim and Alley Quinn.

"Events like this are very close to my heart," said Alley Quinn, singer for the group. "Being former military I know how it feels to be happy to be home, and with the holidays, not everyone gets to go back and see their family."

As with most social events, food played an important role in the fun. Chicken, bratwursts and of course sweets such as cotton candy and caramel corn was served.

With the holidays so close, it was important to the Soldiers of the 16th CSG to spend time together and share in the fun.

"The event went well and everyone had a good time," Sgt. 1st. Class William Henry, the 16th CSG schools and training noncommissioned officer in charge. "Things like this are important for Soldiers who don't have their family here, because the unit serves as a family."

"These units collectively planned, prepared and exercised command and control over nearly 2,000 combat logistics patrols, and thesupply of more than 800 million gallons of fuel, 220,000 short tons of food, water, supplies and equipment."

~ Col. Victor Maccagnan, Jr., 16th CSG commander

MANNHEIM COMMUNITY WELCOMES HOME

Story & Photos by Spc. Andrew Orillion

Applause echoed through the Benjamin Franklin Village Sports Center as the Mannheim community welcomed home Soldiers from the Headquarters and Headquarters Detachment, 181st Transportation Battalion and the 574th Supply Company during a Dec. 14 ceremony. Both units were returning from a deployment in support of Operation Iraqi Freedom.

Following an invocation by the chaplain and a reading of the history of the two units, Brig. Gen. Scott West, the commanding general of the 21st Theater Support Command, took the podium and officially welcomed back the redeploying units.

"It is a great honor for me to preside over this celebration in honor of the warriors and families of the 181st Transportation Battalion and 574th Supply Company," West said. "We take this opportunity to welcome you back from a long, tough year in combat and in support of Operation Iraqi Freedom."

West first addressed the Soldiers of the HHD, 181st Trans. Bn. He explained the unit's changing mission and its many accomplishments while deployed.

"You were first tasked to provide transportation and security escort operations," West said. "In stride, you stepped up to the plate when tasked to provide gun truck missions for both U.S. and foreign private companies."

During its deployment, the 181st Trans. Bn. dispatched more than six combat logistics patrols a day to more than 40 forward operating bases in places as far as Mosul, Al Asad and Tallil. In total the 181st Trans. Bn. covered more than 3.5 million miles, delivered 144,113 tons of cargo and 463,208 gallons of fuel, and

escorted 37,087 vehicles.

The Soldiers of the 574th Supply Co. worked out of Al Asad Air Base and were tasked with many of the same types of operations as the 181st Trans. Bn.

"The men and women of the 574th Supply Company were the lifeline for thousands of Soldiers, airmen, sailors, Marines and civilians located throughout Iraq," West said. "You sustained our combat formations by providing the most important commodities; water, food, and fuel."

The 574th Supply Co. pushed supplies to forward operating bases in Ramadi, Al Taqqadum and Rawah. In addition to distribution, the unit also ran fuel systems supply points in Ramadi and Al Taqqadum, issuing almost 50 million gallons of fuel. In Rawah, the 574th Supply Co. Water Platoon purified close to 4 million gallons of water.

West also acknowledged the sacrifices of those who did not deploy, but still contributed in their own way to the global war on terror, the families back home.

"I am very proud of their (HHD, 181st Trans. Bn., 547th Supply Co.) families, especially the family readiness groups, and how well they performed in the absence of their loved ones," West said. "These families cared for one another admirably throughout the anguish and loneliness of this long, bitter combat tour."

West concluded his remarks by commending the units for their service and dedication to the warrior ethos.

"Each one of you went far beyond your given task, exemplifying the warrior ethos, taking care of each other in combat, representing our country as we help a struggling nation to secure freedom," he said.

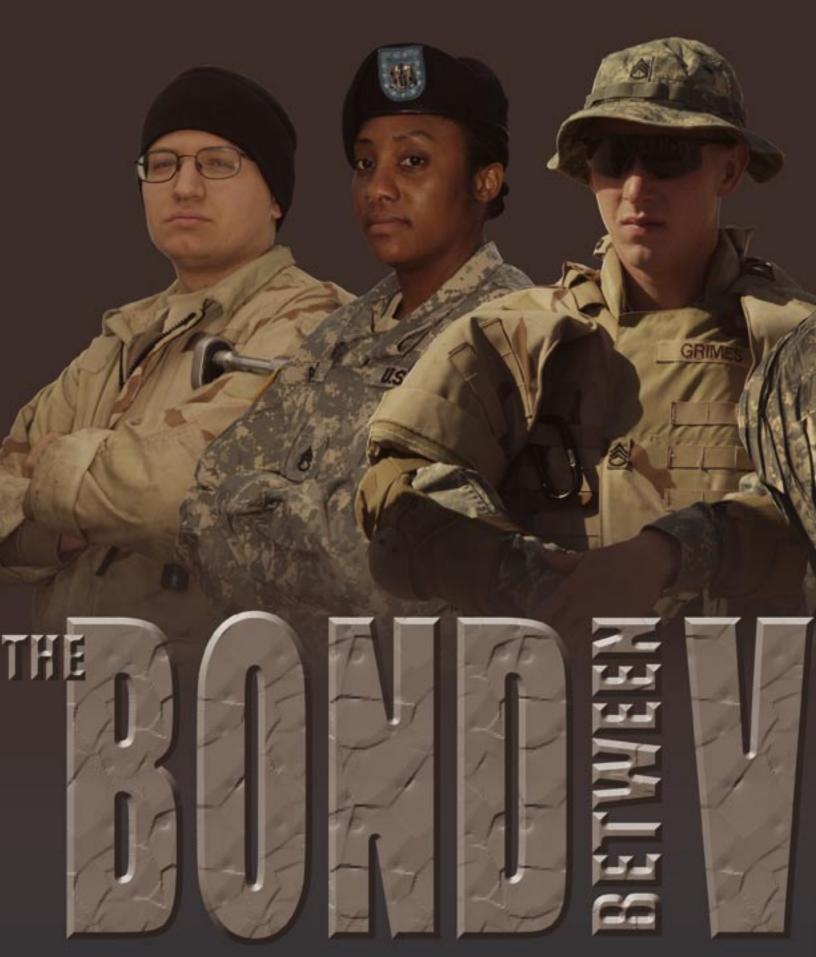


"Each one of you went far beyond your given task, exemplifying the warrior ethos, taking care of each other in combat, representing our country as we help a struggling nation to secure freedom."

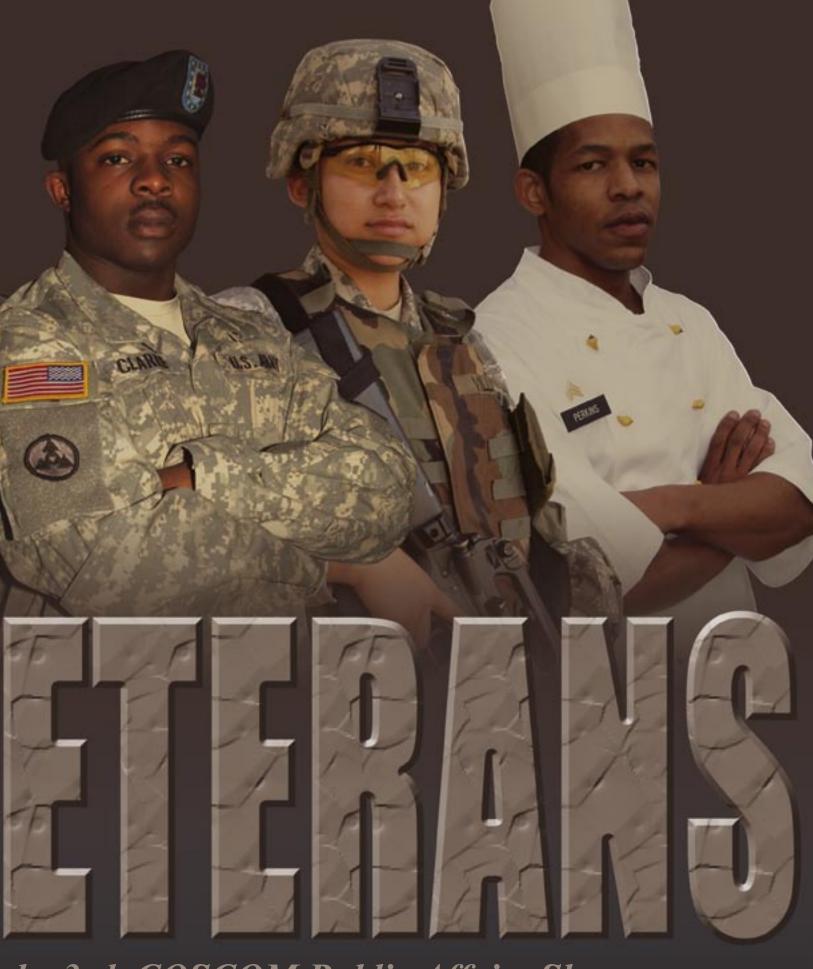
~ Brig. Gen. Scott West ~ 21st TSC commanding general



Editor's Note: To read more on each of these unit's downrange accomplishments check out the Sustainer Operation Iraqi Freedom Special Edition at www.3coscom.army.mil.



Story by Spc. David Chapman - Photos



by 3rd COSCOM Public Affairs Shop

Veterans Day, for many it's an extra day off from work, a reason for a cookout, or a time to relax and enjoy a day with the family. But, ask a servicemember, regardless of their status, what Veterans Day means to them and chances are great that you'll get a passionate response, a response full of anecdote and experience.

Even though the concept of war has changed over many decades, one common thread runs through the years. The men and women who have to leave their families and loved ones to go to foreign places in foreign lands, to fight for something they may, or may not, believe in.

From the beaches of Normandy to the hot and gritty sands of Iraq, men and women are living out the contract they signed and illustrating the oath they took to serve the United States of America. Returning home from these places makes them Veterans, an honor proudly worn by few.

A Veteran is more then just a word in today's vocabulary, more than the dictionary definition of, "an old soldier of long service."

The title of Veteran should not to be taken lightly. It is a title of honor. Knowing that you share a lineage with many who have fought in the ugly time of war should make Veterans Day a time of reflection. It should be a day to remember those who you lived and laughed with, and those who did not make it home.

Veterans Day was originally called Armistice Day and was first commemorated by President Woodrow Wilson Nov. 11, 1919. President Dwight D. Eisenhower changed the name to Veterans Day in 1954 to honor those who sacrificed in World War II and Korea.

"We celebrate Veterans Day to recognize and honor those who have placed country above self," said Jim Stewart, Veterans of Foreign Wars Post 27 commander in his speech at the 2006 Wiesbaden Army Airfield Veterans Day ceremony held Nov. 11. "Who have placed the safety and security of others before their own and who have done their duty by taking their place in line just as generations of military men and women did before them."

For some Soldiers of the 3rd Corps Support Command, the recent return from Iraq, indoctrinates them into that special fraternity of Veterans.

For others, this return marks a second or a third deployment. But many do not necessarily feel like Veterans.

"It hasn't really hit me that I'm a Veteran now," said Spc. Denise Holmes of the 3rd COSCOM Secretary of the Generals Staff section. "I have always seen Veterans as older, and at a higher level, more prestigious."

But the opinions were the same for those who had fought in a war 20 or 40 years ago.

"The Soldiers today don't think about the fact that Veterans of Vietnam and the world wars were the same age as they are now, 19- and 20-yearolds," Stewert said. "They were young people just like those coming home from Iraq and Afghanistan now."

But for Soldiers who have many generations between them there is still a bond that brings the groups together as one.

"Sacrifices are made by anyone who goes to war and I think that is where the common bond comes in," Stewart said. "Even if you think that you were just going to work and doing your job you have made sacrifices that only another servicemember who has left family and loved ones would understand."





"From this day to the ending of the world, but we in it shall be remembered we few, we happy few, we band of brothers; IOI he today that sheds his

~ William Shakespeare

Some Soldiers today have a difficult time relating to those who may have fought in the trenches of Europe or the jungles of Vietnam, but there is a bond that can be shared with a little communication.

"I have always had a good bond with Veterans, my father was a World War II Veteran so I grew up listening to those war stories," said Wallace Sreaves, the 19th Support Center's command sergeant major. "If today's Soldiers want to feel the bond with an older vet, they need to stop and talk to one, share a story of their own, and there will be a bond because they probably had something similar happen to them "

After being in a combat zone, Soldiers returning from downrange may find that they have formed a special bond with each other.

William Shakespeare wrote "From this day to the ending of the world, but we in it shall be remembered we few, we happy few, we band of brothers; for he today that sheds his blood with me shall be my brother."

"Certain situations bring you closer as a team or a platoon," said Sgt. 1st Class Robert Monroe, a four time Iraq Veteran in the 19th Support Center. "You are always counting on that guy to be there for you if things go bad."

Today's servicemembers have the common bond of being members of a voluntary service.

"Every Soldier, sailor, Marine, airman and coast guardsman has his or her own story of why and how they entered military service. Many of our forefathers voluntarily enlisted, for some, military life began with the initiation at a military service academy, for others, it began with a draft letter from the United States government, however in recent years all have volunteered," said Brig. Gen. Michael Lally, 3rd COSCOM commander. "Yet when their service was complete. Veterans of every era, every background and every branch of service have certain things in common: patriotism; love of country; commitment to excellence; personal courage and selfless service to our nation. Their shared experiences forged bonds that last a lifetime."

Finally, the end result of being a Veteran is the feeling of accomplishment and the knowledge of being a part of history.

"It means a lot to me to be a part of something so important and something I can be proud of," Holmes said. "I can look back and tell my kids someday that I was in Iraq. I didn't have a big part in the war but I had a part."

Soldiers who feel they did not have much influence in the war can look back and think about all the men and women in combat who relied on them to do their job every day.

"Some Soldiers don't know how to respect what they did downrange, or what they accomplished, even though they thought they were a small piece they shouldn't sell themselves short," Sreaves said. "But nothing would have really happened downrange if we hadn't been so adept at doing our job, so they have to respect what they did there, even if their job was counting the number of water bottles. You don't have to get on a gun truck or get caught in a mortar attack, if you went there and did your job you are a Veteran."

In the end being a Veteran is more then coming home to parades and celebrations. It is about the sacrifices that each man and woman must make in the service of their country.

NEWSNOTES

SUSTAINER MAGAZINE SPECIAL EDITION TAKES TOP HONOR

The 3rd Corps Support Command's Sustainer Special Edition: Operation Iraqi Freedom 05-07 won first place in the special achievement in print media category of Department of the Army's Keith L. Ware award competition. The Sustainer also earned 3rd place in the magazine category. Sgt. Mary Ferguson, the editor of the Sustainer, earned an honorable mention in the DA-level competition for her Monster Garage photojournalism entry.

Previously, the 3rd COSCOM Public Affairs Office earned five U.S. Army, Europe 2006 Keith L. Ware awards with Ferguson earning USAREUR Journalist of the Year honors.

The Keith L. Ware competition recognizes excellence in journalism and broadcasting and was named for Maj. Gen. Keith L. Ware, a former Army Chief of Public Affairs. Ware earned the Medal of Honor during World War II and was killed while commanding the 1st Infantry Division in Vietnam in 1968.

USAREUR print journalism winners:

Magazine:

First Place: The Sustainer, 3rd COSCOM. Second Place: Ironside Magazine, 1AD. Third Place: Coalition Chronicle, Task Force Victory PAO, V Corps.

Newsletter:

First Place: The Dagger's Edge, 2nd Brigade Combat Team, 1st Infantry Division (1AD).

News Article:

First Place (tie): U.S. Soldiers train Djiboutians, Sgt. Sam Smith, 1AD.
First Place (tie): Sgt. Maj. of the Army Preston: U.S. Soldiers helping, Sgt. Ken Hall, 1AD.

Second Place: Wiesbaden partners reduce waste, Jerry Bryza, Jr., 3rd COSCOM. Third Place: Connecting the Balkans, LeAnne MacAllister 5th Signal Comd.

Feature Article:

First Place: Sharing a lifesaving gift, Spc. Alfredo Jimenez Jr., 1AD.

Second Place: Concentration camp liberator, Sgt. Ken Hall, 1AD.

Third Place: Soldier earns Guinness world record, Spc. Tanya Polk, 1AD.

Sports

First Place: HHC, 1AD wins, Spc. Alfredo Jimenez Jr, 1AD.

Stand-Alone Photograph:

First Place: NATO Allies trade combat tactics, Spc. Tanya Polk, 1AD.

Second Place: Pickup, Spc. Daniel Nichols, 4th Public Affairs Detachment.

Third Place: MLRS, Sgt. Sam Smith, 1AD.

Photojournalism:

First Place: Monster Garage, Sgt. Mary E. Ferguson, 3rd COSCOM.

Second Place: V Corps air defense unit trains in Greece, Sgt. John Queen, 69th Air Defense Artillery Brigade.

Art/Graphics in Support of a Publication:

First Place: Danger Forward, Sgt. John Queen, 69th ADA Bde.

Photographic contribution by stringer:

First Place: Live Fire, Spc. Michael O'Neal, 36th ID.

Second Place: Bradley Range in Kosovo, Spc.

Eugene DuBielak, 36th ID.

Field Newspapers:

First Place: Striker Torch, 2nd BCT, 1AD. Second Place: The Talon, 22nd Signal Bde., 5th Signal Comd.

Special Achievement in Print media:

First Place: Sustainer-Special Edition, 3rd COSCOM.

Web based publication:

First Place: ÎAD.

USAREUR broadcast journalism winners:

Radio News Report:

First Place: Dental Assistant Appreciation Week, John Bailey, V Corps.

Television Spot/Promo Product:

First Place: JMTC Strong, 7th Army/Joint Multinational Training Command.

Television News Report:

First Place: Patient Liaisons, Don Finlay, V Corps.

Second Place: CHPPMEUR Water Testing, Christian Marquardt, V Corps . Third Place: Confined Space Entry Course,

Don Finlay, V Corps.

Television Feature Report:

First Place: CHPPMEUR Gun Range Safety, Christian Marquardt, V Corps.

Graphics Production:

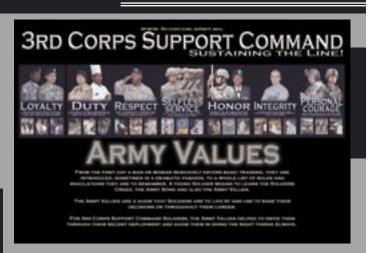
Command Video OIF-5-7, Jerry Bryza, Jr., 3rd COSCOM.

Pull-Out Posters

For 3rd Corps Support Command Soldiers, the Army Values helped to drive them through their recent deployment. The individuals highlighted were chosen to represent the command because they live the Army Values.

As the 3rd Corps Support Command prepares to transform into the 3rd Expeditionary Sustainment Command, it's history that will guide us to a better future, and that is the focus of our second poster this issue. From 1950 and into the future...

The center of each Sustainer magazine hosts a double-sided poster representing the missions and people dedicated to Sustaining the Line.



SAFETY



y now, we have all

heard the Army's latest safety slogan, "Own the Edge". But what does it mean?

"Owning the Edge" is the philosophy that Soldiers, civilians, local nationals and contractors do things everyday that are full of risk. Whether driving on the autobahn or sky diving in your spare time, you are exposing yourself to hazards and therefore some level of risk. It is a continual management of that risk that allows us to live another day, whether we realize we are doing it or not. Owning our own edge, or that level of risk that we dare not exceed, means that we are performing that internal risk assessment with the utmost efficiency, not by being risk averse, but by knowing our limits.

Composite Risk Management (CRM) is the name the Army has given this process. Formerly, risk management was a method of reducing the risk of accidents through a series of 5 steps. With CRM, the identical steps are applied to all sources of loss, in combat or garrison, on-duty or off. The new FM 5-19 replaced the previous field manual on risk management, FM 100-14, to formally implement this change. Test your knowledge about this process with the below puzzle.

Owning the Edge doesn't come naturally. It requires training and mentorship by leaders who must coach their subordinates to identify hazards and emplace effective control measures. It also requires every individual to take responsibility for their own CRM process. In this way, we can not only know our edge, but own it!



A probability of D indicates that a hazard is remotely possible and could occur at some

The consideration of all sources of loss in all situations adds the term Management name.

Conducting an AAR is one method that can be the controls implemented, thus completing step 5 of CRM.

Unplanned events that create unacceptable impediments to Army missions, readiness, morale and resources.

In step 4 of the CRM Process, we controls in order to reduce the risks that were assessed in step 2.

Severity level in which little or no adverse impact on mission capability results. A first aid or minor medical treatment injury may result.

A probability of B indicates that a hazard will occur several times.

The likelihood that a hazardous event will occur

Severity level in which degraded mission capability or lost personnel days (less than 3 months) results.

Severity level in which a loss of ability to accomplish the mission or death/permanent total disability to personnel results.

The expected level of loss resulting from an event in terms of degree of injury, property damage, or other mission impairing factors (loss of combat power, adverse publicity, etc.) that could occur.

Severity level in which significantly degraded mission capability or unit readiness is the result. Permanent partial disability to personnel may result.

The third step in the CRM process requires that be developed for all identified hazards.

The overall risk level for an operation is equal to the residual risk level of any single identified hazard.

Any actual or potential condition that can cause injury, illness, or death of personnel, damage to or loss of equipment or property, or mission degrada-

A probability of A indicates that a hazard occurs very often and is continuously expe-

In order to "Own the Edge", Composite Risk Management must become a state of _____ rather than a task.



A probability of C -

hazard occurs sporadically.

and severity to formulate risk levels.

The first step of the Composite Risk Managemen	
process is to	hazards.
In step 5 of the CRM Process, management must	
get involved to	the controls developed in
step 3.	
The level of risk remaining after controls are	
identified and selected for hazards that may result in	
loss of combat power (two words).	
Probability X Severity	= (Chance of
a hazard or bad consequer	ice.)
A probability of E -	indicates that a

The second step of the CRM process is to

hazards. This involves determining probability

indicates that a

hazard will not occur but is not impossible.



Members of the 3rd Corps Support Command's 7th Corps Support Group honor guard present the unit colors during the unit's Transfer of Authority ceremony on Warner Barracks parade field in Bamberg, Germany, Sept. 25.

ONWARI 7TH CORPS S

nder sunny skies at the Warner Barracks parade field, members of the 1st Armored Division transferred control of the 3rd Corps Support Command's 7th Corps Support Group to the 21st Theater Support Command. The ceremony, held Sept. 25, included speeches by unit commanders and performances by the 1st Armored Division Band.

The ceremony began with the playing of both the National Anthem of the Federal Republic of Germany and the United States National Anthem, performed by the 1st AD Band.

Following the national anthem, attention was directed to the parade field for the transfer ceremony. The 1st AD colors left the field and the 21st TSC colors took its place in the honor guards formation, symbolizing the transfer of authority.

With the new colors in place, Maj. Gen. Fred D. Robinson Jr., Commanding General of the 1st AD shared his remarks on the 7th CSG's .strengths and

"As you look out on this field today, it would be difficult to find a unit that more typifies the Army's ongoing operation to execute the global war on terrorism," Robinson said. "This unit has always been the cornerstone of this theaters ability to provide combat service support, whenever and wherever it's needed."

The 21st TSC commanding general, Brig. Gen. Scott G. West, then expressed his thoughts on accepting the unit to its new home.

"This transfer marks the first and largest muscle movement in our transformation campaign plan and the capabilities you [7th CSG] bring to 21st TSC are phenomenal,"

West said. "Not because of your equipment or how you're organize, but because of your people. We are all deeply honored to have you join our ranks."

Col. Martin B. Pitts, commander of the 7th CSG, then shared his remarks on the transfer of authority. Pitts conveyed his thanks to the 1st AD for their guidance and to the 21st TSC for the ease of transfer to there new command.

"A corps level organization working as part of a division is an unusual situation at best, but your leadership and focus made it work well and we truly felt a part of the Iron Soldier family," Pitts said. "Brig. Gen. West, thank you and your staff for all the hard work during the last several weeks as we've worked together on this transition. Transformation into the 21st Expeditionary Sustainment Command will be challenging, but we are equal to the task."

The ceremony concluded with the singing of the 3rd Corps Support Command and the Army song.



"This transfer marks the first and largest muscle movement in our transformation campaign plan and the capabilities you [7th CSG] bring to 21st TSC are phenomenal."

~ Brig. Gen. Scott West ~ 21st TSC commanding general

Story and photos by Spc. David Chapman

WITH SUPPORT UPPORT GROUP MOVES ON



Col. Martin B. Pitts, commander of the 7th Corps Support Group, salutes during the national anthem at his unit's Transfer of Authority ceremony on Warner Barracks parade field in Bamberg, Germany, Sept. 25.

hile perceived by many as a routine gesture of courtesy, those who wear a uniform cherish the military salute as a reflection of the honor, respect and pride associated with their daily sacrifices. It represents a historical mark of past warriors, a confident hope in present and future servicemembers, and a constant tribute to tradition.

branches of the U.S. and German armed forces, during the 15th Annual USO Europe Service Salute.

The Sept. 30 event filled the Wiesbaden Kurhaus with distinguished guests, military personnel and dignitaries from both countries, reinforcing the strong partnership that exists between the U.S. and its host nation. This concept of simultaneously honoring outstanding individual service and host country military counterparts was first referred to as a USO Gold Plate Dinner and originated in Japan in the 1960s.

the German version of the event

In this, its 15th vear of saluting

honored Stabsunteroffizier Mike Jahr, Deutsches Heer; Sgt. Frank K. Koulalis, U.S. Army; Sgt. Diego P. Chavez, U.S. Marine Corps; Obermaat Christian Harms, Deutsche Marine: Aviation Structural Mechanic Third Class Jui I. Yang, U.S. Navy; Oberstabsgefreiter Martin Hadynski, Deutsche Luftwaffe; Staff Sgt. Four N. Nichols, U.S. Air Force; Boatswain's Mate Third Class Anthony Acosta, U.S. Coast Guard; Stabsunteroffizier Sybille Weininger,

Deutscher Zentraler Sanitatsdienst; Stabsgefreiter Marcus Winkler, Deutsche Streitkraftebasis.

"This year's 10 honorees were selected by their respective military branches ... they are the best of the best at what they do," said Lon Blair of American Forces Network Hessen and the event's master of ceremonies.

General William E. Ward, the deputy commander of the United States Euro-



"It was an incredible honor to be chosen to represent the Army and an amazing feeling to be recognized this way,"

~ Sgt. Frank K. Koulalis ~ 515th Transportation Company

By Sgt. Mary E. Fergus0on

pean Command, and Generalleutnant Karl-Heinz Lather, the chief of staff of the Bundeswehr congratulated the honorees.

"I am happy to be here to salute the 10 selected who represent so many more of our armed forces who truly do the work and make this world a more secure place," Ward said

Following a brief photo presentation of each honoree, they were individually escorted by their senior enlisted sponsor through a traditional Sabre Cordon to the stage where USO diamond contributors

offered congratulatory hand shakes, and Ward and Lather presented the servicemembers with awards, while offering personal words of praise.

"It was an incredible honor to be chosen to represent the Army and an amazing feeling to be recognized this way," said Koulalis of the 515th Transportation Company, 181st Transportation Battalion out of Mannheim.

Command Sgt. Maj. Willie Tennant, the incoming command sergeant major of the 3rd Corps Support Command, guided Koulalis throughout the selection process and escorted the sergeant to the stage to receive his award.

Each honoree's sponsor, who is equivalent to Tennant in rank, provided guidance to their servicemember, further contributing to their branch's future leadership.

Maj. Gen. Fred D. Robinson Jr., the 1st Armored Division commanding general, and Brig. Gen. Michael Lally, commanding general of the 3rd Corps Support Command, were among the many distinguished guests.

The United States Air Force Europe 435th Security Forces Ceremonial Team provided the Sabre Cordon, the United States European Command Joint Color Guard posted the colors, and the United States Air Force Tops in Blue entertained guests throughout the evening.



The 15th Annual USO Europe Service Salute honorees pause after recieving their awards, for a final round of applause from the audience at the conclusion of the Sept. 30 ceremony at the Wiesbaden Kurhaus.

Photo by Spc. David Chapman





Story by Spc. Andrew Orillion

he Christmas tree stood tall in the family room. Colorful lights, shinny glass ornaments and decorations of all kind festooned every branch. Wreaths and garlands hung on the wall and "Jingle Bells" played on the radio for the millionth time. Christmas had arrived in Germany. A thousand miles to the south, Christmas came and went without much fanfare. To many, it was just another day.

Theses two scenes played out all across Germany, Iraq and Kuwait last year, as elements of the 3rd Corps Support Command spend Christmas deployed and away from their families. This Christmas, the Soldiers of 3rd COSCOM were back, and the greatest gift of all was delivered. This was a Christmas without sand or scorching sun, a Christmas without out bullet proof vests and helmets, a Christmas without midnight convoys or tower guard duty, in other words, a regular Christmas.

A Sandbox Christmas

Sgt. 1st Class Mike Barnett, enlisted management NCOIC, Special Troops Battalion, 3rd Corps Support Command, awoke Christmas morning, 2005, not to a white Christmas of ice and snow in western Germany, but to a brown Christmas of sand and dirt at Ali Al Salem Air Base, Kuwait.

Instead of walking into his living room to spend Christmas morning with his family, Barnett woke before dawn and made his way to the office. Christmas had come, but it was hard to tell.

"I knew it was Christmas but it didn't feel like it," Barnett said. "I worked seven days a week so to me and most of the Soldiers it just felt like another day."

For Barnett, another day meant processing emergency leave requests, a job sorely lacking in holiday cheer.

"My job was to help get Soldiers home who had dead or dying family members," Barnett said. "None of the Soldiers I dealt with were leaving for R & R leave."

Barnett eventually called home to his wife, his 9-year-old daughter Tracy, and then attended a small party, but that was as Christmassy as things got. By the next day, it was back to work as usual.

"My family would say it was harder on them, but they at least had each other," Barnett said.

Just north, at Camp Buehring, Kuwait, Master Sgt. Mark Taylor, the Multi-National Corps – Kuwait G3 fleet noncommissioned officer in charge, experienced a similar holiday season.

"It was very somber, very wet and very

gloomy," Taylor said. "We had a small Christmas party and then went back to work."

Last Christmas marked the third time that Taylor had spent Christmas away from his family.

"It's never easy but you get used to it," Taylor said

At Logistical Support Area Anaconda, Iraq, it was also business as usual for Spc. Daniel T. Lougee, a movement coordinator for the 181st Transportation Battalion.

"We ran 24-hour operations in movement control so we worked all Christmas day," Lougee said.

"I actually didn't think about Christmas too much. I tried to remain focused on my work. I went to a little barbecue, but that was all," he added.

While Soldiers like Barnett, Lougee and Taylor were focused on their daily tasks and not dwelling too much on the holiday season, their families joined others in trying to keep the holiday season alive back home.

On the Home Front

As Dec. 25, 2005 approached, the Stokes family, wife Billie, daughter Siarra and son Gregory Jr., tried to maintain a sense of normality. They went Christmas shopping, visited local Christmas markets, saw some of the sites, all the time thinking of their Soldier who was thousands of miles away at LSA Anaconda.

"Life doesn't just stop because your loved one is deployed," Billie said. "You have to continue to live your life, create your own routine, stay busy and use the family readiness group, it











"This was a perfect Christmas because it was my,

I got to spend it with Nev."

~ Sgt. Joshua Houde ~ HHC, 3rd COSCOM

will help the time go faster."

Staff Sgt. Gregory Stokes, an HHC, 3rd COSCOM Soldier who worked in emergency operations while deployed, has been in the Army for 17 years, but last year was the first time his children spend Christmas without their dad

"It was lonely last Christmas," Siarra said. "We had just moved here and I didn't know anyone."

The Stokes' were just one of many families dealing with an absent spouse. Helping these families deal with issues was Eric Jones, family readiness support assistant.

"While my wife (Sgt. Caryn Jones) was deployed, I decided to help out by becoming the family readiness support center assistant," Jones said.

During Christmas 2005 the FRG reached out to families by organizing a sit down dinner for families from all over 3rd COSCOM, including the 19th Support Center and the 27th Transportation Battalion (MC). The FRG also offered emergency services to families in need during the holiday season.

"Deployments are hardest on the kids," Jones said. "As an adult, you can understand why mommy or daddy has to go, but as a kid it is not always easy to understand these things."

On the Home Front

For many Soldiers, Christmas downrange was a very spiritual time, and few knew that more than the 3rd COSCOM chaplains and chaplain assistants. Christmas was a difficult time for many Soldiers, but Chaplain (Lt. Col.) Barbra Sherer, 3rd COSCOM chaplain, highlighted a silver lining.

"Because of the separation, Christmas be-

came a time of closeness," Sherer said. "Soldiers downrange ate and lived together so there was a lot of bonding and a lot of shared experience during Christmas."

Christmas was also a time of giving and Soldiers helped out fellow Soldiers. Master Sgt. Elbert Jackson, 3rd COSCOM's senior chaplain's assistant, witnessed this first hand during his deployment.

"On Christmas Eve the base was visited by Maj. Gen. David Hicks, the Chief of Army Chaplains," Jackson said. "After a late night mass Hicks went around to several guard towers to visit with the Soldiers."

Hicks gave out coins and spoke with the Soldiers, many of whom where senior NCOs and officers who volunteered to pull guard duty so that their Soldiers could have the night off, said Jackson.

"One of the Soldiers was particularly moved," Jackson said. "He had never seen a chaplain come out to the tower before, let alone the head chaplain. He was really impressed."

Sherer and the other chaplains offered several services for the Soldiers stationed on LSA Anaconda. There was even a midnight mass for those who had to work during the day.

"The staff was very busy, especially with Hicks coming to the base, but we wanted to include everyone and have a lot of activities," Sherer said.

Just another day

Christmas day came and went for the Soldiers of the 3rd COSCOM. The same would be true for other holidays; New Year's Day, Valentine's Day, Passover, Easter, Memorial Day, Independence Day. One day bled into the next as supplies arrived, convoys rolled out, meals were cooked and mission after mission was completed. Time became like waves in the ocean, each one rolling into the next, building and building, seemingly without end.

The one day that really mattered, the day that would truly be cause for celebration, came in September when the 3rd COSCOM packed up and returned home to Germany.

Life would at last return to normal and holidays, especially Christmas, would have a refreshed meaning for many Soldiers and their families.

Back to normal

The Christmas tree stands tall in the family room. Colorful lights, shinny glass ornaments and decorations of all kind festoon every branch. Wreaths and garlands hung on the wall and "Jingle Bells" played on the radio for the millionth time. Christmas has arrived in Germany, this time for everyone.

Barnett had returned to Germany and is planned to spend Christmas 2006 with his son, an airman stationed in Italy.

"This is going to be a really good Christmas because my son is stationed in Italy and is going to be joining my family this Christmas," Barnett said. "But any day back here with my family is a good day."

Stokes returned from Iraq as well, looking forward to spending the 2006 season with his wife and children.

"It's a blessing to be back for the holidays," Stokes said. "I'm a big cook so I'm going to go all out this year and have a big dinner for everyone."

Lougee planned to spend some time in Frankfurt with an old high school friend.

"It's great to be back to be able to spend the holidays as you want to spend them," Lougee said.

Sgt. Joshua Houde, a mechanic with HHC, 3rd COSCOM, spent this holiday season with his wife Lurine and their 11-month-old daughter Skyla.

"This was a perfect Christmas because it was my daughters first and I got to spend it with her," Houde said.

For the Taylor family this season was one of mixed blessing. Taylor returned from his deployment in August, just in time to bid his wife Tracy, a chief warrant officer with the 596th Maintenance Company, goodbye as she left for Al Asad Airbase, Iraq. For their 12-year-old daughter Jasmine, this was the second season in a row with only one parent.

"It's horrible. You just want them around, you just want to be with them more than anything else," Jasmine said. "I just think about next Christmas and how everyone will be back together."

There will be no 3rd COSCOM next Christmas. With the unit relocating to Fort Knox, Kentucky, later this year, next year will mark its inaugural holiday season as the 3rd Expeditionary Sustainment Command. Though the Soldiers who shared the 2005 season downrange will scatter like the desert sands they lived in for almost a year, the memories will shine in their reflections as they gratefully gaze at the ornaments of future seasons.

A Thanksgiving feast at the Touch of Home Café

The 16th Corps Support
Group at Hutier Kaserne in
Hanau kicked off this holiday
season with a Thanksgiving
feast at the Touch of Home
Café.

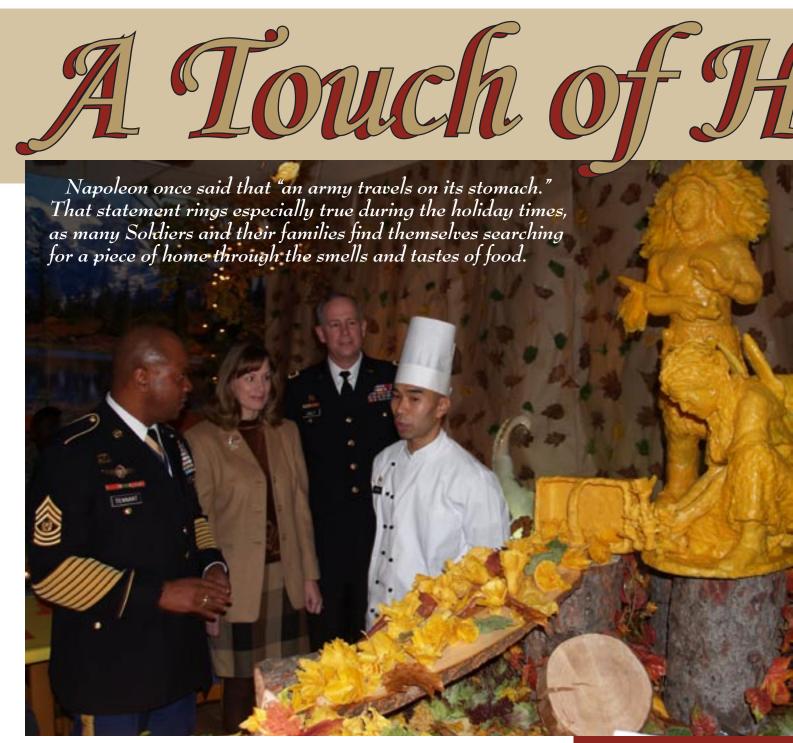
For the Nov. 22 dinner, the unit's food service specialists dedicated themselves to making sure their dining facility lived up to its name, providing that "touch of home" that many servicemembers ache for during the holidays.

"We wanted to focus on the Soldiers as well as the unit for this special Thanksgiving, so we wanted to come up with good ideas for decorating the dining facility," said Staff Sgt. Jeffery Warden, the dining facility manager. "So we came up with the idea of each room in the DFAC having its own theme, one celebrating Soldiers, another focusing on Thanksgiving and one with a Christmas theme." But for the day to be a success the planning and preparation began long before the turkey, vegetables and pies went into the oven.

"The planning usually starts about a year in advance, when we finish this one we will start planning for our next one," Warden said.

The final preparations for the big event started the evening before, with the dining facility staff decorating the Touch of Home Café, to envelop its diners in a festive atmosphere.

"We started decorating about two and a half weeks ago, doing small things," Sgt. 1st Class Rhonda Fulgham, Food Service Supervisor, said. "Last night these people were here until four this morning, then they went home to take a quick shower, change clothes maybe catch a quick nap and then be back to start cooking at



seven."

But right on schedule the dining facility opened at 11, and diners were greeted with the smells of different foods, music and 16th CSG officers standing at the ready in their dress blue uniforms, ready to serve hungry Soldiers and families.

"For the Soldiers who are away from home, these events are great for moral. They get to be with people they are familiar with and have a good home cooked meal," Capt. Consuela

Beverly, a server at the dinner, said. "I think it's a good moral booster for the Soldiers to see us serving them when we are all dressed up."

Brig. Gen. Micheal Lally, commander of the 3rd Corps Support Command, and his wife, came to the dinner along with Command Sgt. Major Willie Tennant, and took part in the spirit of the holiday by serving up food to hungry Soldiers.

But these elaborate meals are not only for the enjoyment of the diners, but also for those who work so hard to prepare them.

"I enjoy watching peoples faces light up when they come in and see all the effort that we put into giving them a good experience," Sgt. Michael Perkins, food service specialist, said. "It also gives cooks a chance to show what they can really do when it comes to cooking, I think we have one of the best jobs."

But for the staff at the Touch of Home Café, the thanks and appreciation given by those who attend the dinner were only part of the accolades for their hard work. The crew was also included in the 21st Theater Support Commands Best Dining Facility Competition and won best DFAC Overall, and Best Ice Sculpture.

With the food all gone and the decorations cleaned up, its time to start planning for the next big meal and how they will impress those who count on them to deliver another festive event.



Stories and photos by Spc. David Chapman

Touch of Home Café recognized again

Brig. Gen. Scott G. West, commander of the 21st Theater Support Command, recognized Food Service Specialists from the 16th Corps Support Group's Touch of Home Café at Hutier Kasern in Hanau for their hard work and dedication during an awards ceremony Dec. 13.

The staff members were awarded the 21st TSC Commanding General's Best Dining Facility award for their Nov. 22 Thanksgiving dinner presentation and meal. The group was also awarded the 21st TSC Commanding Generals Best Ice Sculpture award for their displays at the Thanksgiving dinner.

West also presented coins to each of the lower enlisted staff, and Certificates of Achievement to the civilian staff, Staff Sgt. Jeffery Warden, Sgt. 1st Class Rhonda Fulgham and Chief Warrant Officer 3 Bruce Millsap.

Winning awards and gaining recognition is nothing new to the Touch of Home Café, having been chosen Commanding General's Best Dining Facility for the last six years, and consistently seizing the Phillip A. Connelly award for Excellence in Army Food Service.

The food service specialists that work so hard in the DFAC were very pleased to be recognized again for their hard work. "I think it's outstanding for us to win



Brig. Gen. Scott G. West, commanding general of the 21st TSC congradulates Soldiers of the 16th CSG's Touch of Home Café for their award winning Thanksgiving dinner.

again, I am really impressed with the people I get to work with," said

Staff Sgt. Jeffery Warden, dining facility manager. "For all the hard work and the hours the Soldiers put into, we deserve it."

Awards and accolades do not hinder the work ethic of those who prepare meals for the hungry visitors of the DFAC.

"I know what kind of reputation we have gained, with the awards over the years," Warden said. "But we have to continue to maintain the high level of standard we have."

Take away the awards, and the food service specialists who work hard everyday, and even harder for special occasions, find that it's the simple things that make their job rewarding.

"For me it's rewarding to see the faces of the people who come in for our meals,' said Sgt. Michael Perkins, a 16th CSG food service specialist. "To see their faces light up when they see all the work we do for them to enjoy.'

> Following the awards ceremony. the ten-Soldier

cooking staff sat and enjoyed lunch with West, Brig. Gen Michael Lally, commander of the 3rd Corps Support Command, Col. Victor Maccagnan, the 16th CSG commander, and their unit's sergeants major.

For the 16th CSG it is another award to add to their growing collection, but for most of the staff the job is about much more then winning awards. Though the daily grind may get to the Soldiers who work in the Touch of Home Café, there is always something that keeps them inspired to come to work everyday.

"I do it for the Soldiers who work here," said Sgt. 1st Class Rhonda Fulgham, 16th CSG DFAC operations management noncommissioned officer. "I believe I have a lot of knowledge that I need to pass on to them.'

Though the awards will remain in the display case, the staff of the Touch of Home Café will take the knowledge and experience they've gained working at the DFAC with them throughout their lives.

(left to right) Command Sgt. Maj. Willie C. Tennant, Jennifer Lally, and Brig. Gen. Michael J. Lally listen to Staff Sgt. Jeffery Warden, dining facility manager as he describes one of the many Thanksgiving displays.

HUMAN RELATIONS/EQUAL OPPORTUNITY

The Equal Opportunity (EO) program supports readiness. It formulates, directs, and sustains a comprehensive effort to maximize human potential ensuring fair treatment of all Soldiers based solely on merit, fitness, and capability, which support readiness. An Equal Opportunity Advisor (EOA) is assigned to assist the commander and subordinate commanders in determining and identifying issues of concern and ensuring regulatory compliance.

Soldiers are more productive in an environment that is sexual harassment and racial discrimination free. EOAs are responsible for taking an active role in providing that environment. He or she must be knowledgeable of equal opportunity matters, effectively communicate and be committed to the Army EO program that supports equality and respect for all Soldiers regardless of his or her race, color, gender, national origin or religion. A healthy equal opportunity environment results in mission accomplishment and combat readiness.

In order for an EOA to be successful, he or she must possess three qualities. These qualities are self-awareness, communication skills, and commitment.





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The first quality that an EOA should possess is self-awareness. Self-awareness is being conscious of oneself. Social interaction with self helps explain reality from ones own point of view. Understanding different cultures and values helps an EOA identify who he or she really is. There are differences in people due to gender, language, skin color, age, and religion. An EOA must be conscious of these differences in order to evaluate his or her attitude. Self-awareness is viewed through others by behavior. Behaviors can be shown in a positive or negative way. The individual is the only person that can change an attitude. In order for an EOA to be successful he or she must have a positive attitude. An EOA must ensure soldiers are not discriminated against based on their race, color, sex, national origin, or religion. An EOA is responsible for ensuring that all Soldiers know, and understand the EO policy. In addition the EOA helps to enforce the compliance of the EO policy.

V Corps Command Sgt. Maj. Ralph Beam presents Sgt. 1st Class Nichelle Sanders with the Multi National Corps-Iraq Equal Opportunity Advisor of the Year award during a ceremony on Wiesbaden Army Airfield Feb. 8. Beam also gave Sanders a certificate of recognition for her work while deployed with her unit, 3rd COSCOM, during OIF 05-07.

HUMAN RELATIONS/EQUAL OPPORTUNITY

self-awareness, communication skills, and commitment

FFECTIVE QUAL OPPORTUNITY ADVISOR

By Sgt. 1st Class Nichelle Sanders

2nd

3rd,

The second most important quality that an EOA should possess is communication skills. Communication is the process by which information is exchanged between individuals verbally, nonverbally, or symbolically. Verbal transmission can be exchanged through volume, pitch, rhythm, or tone. Nonverbal transmission is exchanged through eye contact, body language, facial expression, gestures, posture breathing, and touching. Symbolic transmission is through symbols such as tattoo, insignia, color or type of clothing, and hairstyles. If an EOA cannot communicate, he or she will not have those values or skills to receive and analyze the message and convey its intent. An EOA must be able to provide reliable information with facts. By giving facts, Soldiers will establish a trust factor and look to the EOA for support and guidance.

The third most important quality that an EOA should possess is his or her **commitment** to all of the seven Army Values, in particular is respect. The Army recognizes the need to institutionalize respect. Army values were implemented to ensure fair treatment and respect for all Soldiers to act upon. These values are loyalty, duty, respect, selfless service, honor, integrity and personal courage. An EOA must play a significant role in ensuring that all Soldiers earn his or her respect. If a Soldier respects you he or she will trust you. Trust is vital when it comes to mission accomplishment. Therefore, EOAs should ensure all Soldiers are trained to standard in regard to the Army Values. Soldiers are different because of gender, language, skin color, age and religion. However, Soldiers are the same in regards to the oath taken to support and defend the Constitution of the United States of America.

CAREER COUNSELOR CORNER

Show me the MONEY

by Sgt. 1st Class Brad Burgess

How much

would you have to earn per hour for you to get out of the Army? More importantly, how much per hour are you really making now?

"Pay and benefits"

have been reported as the number one reason Soldiers stay in the Army and the number one reason for getting out.

Financial security is an important factor for any Soldier and his or her family. Total pay and benefits received should be investigated by every Soldier to make an informed decision before departing the service.

Many Soldiers who decide to get out of the Army think they will be financially secure. Many of those Soldiers awake to the reality they will not be able to continue their current standard of living.

A Soldier's base pay is only a portion of the cash benefits received from the military. Soldiers also receive tax-free basic allowance for housing and basic allowance for subsistence. Similar benefits paid to individuals by civilian employers are considered taxable income. The tax savings is an additional benefit that must

be added to the total amount of compensation in order to come up with an accurate and true representation of total earnings.

Soldiers that do not receive the monetary amount of BAH and BAS still receive and enjoy the benefits in the form of military quarters and meal cards.

Look at the numbers

The BAS for enlisted Soldiers is currently \$272 per month. BAH is computed using rank and geographical location. The average BAH amount for installations in the continental United States is currently is \$796 and \$991 for a Spc. and Staff Sgt. without dependents respectively. The average CONUS BAH amount for a Spc. and Staff Sgt. with dependents is \$1,032 and \$1,314 respectively.

Regular Military Compensation is a formula used to give a Soldier an accurate computation of their total compensation and benefits package. This figure is needed to properly compare and analyze a Soldier's current income level to that of similar civilian occupations. Each RMC is unique and will vary slightly from Soldier to Soldier

Example one: E-4

A Spc. with four years time for pay receives a base pay of \$1,935 per month. Adding the average CONUS BAH (\$873), BAS (\$272), and tax-free advantage (\$188) to the base pay, gives a total monthly benefit of \$3,268 per month. That Spc. must make at least \$39,216 per year or \$19.25 per hour just to equal his or her current standard of living.

Example two: E-6

A Staff Sgt. with eight years time for pay gets base pay (\$2,685), CONUS BAH (\$1,152), BAS (\$272), and a tax-free advantage (\$279) for a total of \$4,388 per month. That comes out to \$52,656 per year or a little over \$25.00 per hour.

And there's more

Just imagine... the figures above do not include the cost of living adjustment Soldiers receive in Germany. For October 2006, the monthly COLA rate for an E-4 with no dependents was \$222 and an E-4 with dependents was \$590. E-6's received \$265 and, if they had dependents, \$706.

Additionally, those figures do not include the costs of

some of the other services that are free or at reduced costs to Soldiers but are virtually nonexistent in the civilian sector. Not many civilian jobs offer free health coverage and prescriptions, dental coverage, 100% tuition assistance, 30 days of paid leave per year, unlimited sick days, commissary and post exchange privileges and guaranteed retirement pension after twenty years service. When you look at the total pay and benefits package, it is difficult to compete with the Army.

Decision time

Do the examples above mean there will not be tough times ahead? Absolutely not! If you make the decision to continue to serve our country and wear the Army combat uniform, obviously there will be deployments in your future as well as much deserved time off to spend with your family. Like everything in life, it is a lot of give and take.

I, for one, will continue to take advantage of the benefits and opportunities an Army career has to offer.

Regular Military Compensation Calculator - http://www.dod.mil/militarypay/pay/calc/index.html
Overseas COLA - https://secureapp2.hqda.pentagon.mil/perdiem/ocform.html
Retirement Calculator - http://www.dod.mil/militarypay/retirement/calc/02 highthree.html

FAMILY FOCUS



By Sonja Stanton, 19th SC, FRSA

For the people on hand, the wait is finally over. Much effort was made by the rear detachments, families and community members to provide nice welcome home ceremonies to show our pride in our troops. The anticipation and emotions had grown stronger as the days grew nearer to the scheduled return of our heroes.

In the lines of camouflage uniforms and tan boots, the Soldiers formed ranks and faced the audience. Crowds of family members, friends and co-workers jammed the bleachers and halls, cheered and waved flags as each unit was announced and eagerly awaited hearing the wonderful word "Dismissed".

Surrounded by joyous and tearful reunions, accessorized by American flags, yellow roses and "Welcome Home" signs, our returning soldiers were lost in the sight of welcoming friends and loved ones. The heat of the Iraqi desert, at least for now, is a thing of the past. But there's a new warmth now provided by eager arms.

Soldiers of the 19th Support Center, Special Troops Battalion, 27th Transportation Battalion (Movement Control), 16th Corps Support Group, 485th Corps Support Battalion and 181st Transportation Battalion, served with valor and distinction during the past year's deployment in support of Operation Iraqi Freedom. The units began returning in August 2006, and everyone was back safely by October 2006. For many, this was not the first or the last deployment. But, it's part of the job of being a Soldier and that of a family.

This deployment was so much more than a military effort supporting OIF, it proved to be full of tests, trials and testimonies of the strengths of our Soldiers and

family members. During the many days of separation, so many people were forced to remember who they are as individuals, what they stand for and what they have chosen to fight for. Our units have extremely strong members, whether it is the Soldiers thousands of miles away, the single parents holding down the home front, or the young sons and daughters trying to maintain a normal routine while staying strong for the family effort. Everyone worked as a team which led to a victory for the Soldiers and a victory for the families.

Because the deployment was so much more than a military effort, so were the homecomings. Family became whole again, close friends reunited, and young single Soldiers were appreciated for their efforts, sacrifices, and growths. Although there were several Soldiers that could not be welcomed by their immediate spouses or loved ones, there were many friends and even complete strangers present to give them that "welcome home" hug, hand shake and much deserved "thank you" and "we are so glad you are back."

The emotions felt at the welcome home ceremonies are indescribable. Hearing the national anthem, remembering what the Soldiers supported and knowing they are finally safely home are enough to bring a tear the eyes. We are simply appreciative for everyone's efforts and extremely grateful this deployment is over. Everyone joined in welcoming home the members of these distinguished units from a difficult and successful mission. The Soldiers returned from Iraq with the admiration and respect of many.

It has been a long wait to see them. It was one of those moments that you will never forget.

Welcome Home, Soldiers!

By Sgt. Mary E. Ferguson

Pre-deployment, Check! One-year deployment in support of Operation Iraqi Freedom 05-07, Check! Redeployment to Germany, Check! Welldeserved welcome home celebration, Check! Now what? They proudly accept their yellow roses and march into the celebration. Many sneak a peek into the crowd of homemade posters, hoping to find their spouses' eyes, their children's smiles, their friends' cheers. In that moment nothing else matters. In that moment, they have one mission -- to be a husband, a wife, a mom, a dad, a son, a daughter, a friend. Most Soldiers know to rejoice and indulge in that moment, because it will pass. The Soldiers of 3rd Corps Support Command's Special Troops Battalion more than earned that moment as they returned from a year-long deployment, but as it passed, the troops wasted no time attacking their next mission ... Operation "Able Fix."

The operation's primary purpose was to reconstitute the unit's personnel and equipment following redeployment, but with a company-level change of command and the 3rd COSCOM preparing to move to Fort Knox, "Able Fix" benefited multiple areas.

Based within the unit's 90-day post-deployment stabilization period, the operation subdivided its tasks into six ongoing phases; Phase I – Supply, Phase II – Motor Pool, Phase III – Weapons/NBC (nuclear biological chemical), Phase IV – Communication/STAMIS, Phase V – Individual Equipment, Phase VI – Personnel.

"We broke the equipment portion into the first four phases, and being in the middle of a company change of command served as a good forcing function to get those rolling," said Lt. Col. Phillip Mead, the STB commander. "We know what right looks like as far as inventory goes for a change of command, so that kept us on track for the first phases."

Phase I required complete inventory accountability, shortages and serviceability of all equipment, at all levels. With STB serving as the support system for the 3rd COSCOM headquarters, complete inventory meant all equipment from the 3rd COSCOM command group down to the company level.

As Soldiers from the battalion's S4 and the company supply room executed Phase I, the unit's mechanics undertook the second phase of the operation in the motor pool. Phase II demanded attention toward all vehicles by conducting 100 percent inspections, addressing rolling stock of generators and trailers, inducting equipment into necessary services, and preparing equipment for follow-on missions.

"Some of our vehicles have sat idle in the motor pool since May or June of last year when they were used in the UV/UE [unified endeavor, urgent victory] field exercise," Mead explained. "Phase II really made the motor pool a busy place."

As some troops diligently worked on vehicle engines, others got their hands dirty cleaning weapons in the unit's arms room. Phase III dedicated itself to the unit's weapons and nuclear biological chemical gear. It required the cleaning and gauging of all weapons including night vision gear, and the collecting, cleaning, inspecting, and when necessary, repairing of all masks.

Phase III enlisted the work of Soldiers from almost all of the unit's sections.

Being that the STB ranks are filled with Soldiers from the 3rd COSCOM headquarters, which must continue to function as a headquarters to all other 3rd COSCOM units, it's not always easy to get the bodies to clean weapons or masks, Mead said.

"It's one of the challenges of a headquarters, but we have still managed to complete the necessary missions," he added.

STB partnered with the headquarters' G6 section during Phase IV. The final of the four equipment-focused phases ensured that all communication and Standard Army Management Information System (STAMIS) equipment operated correctly, and that the latest software and certifications were installed.

Aware of 3rd COSCOM's preparation for its June 2007 restationing to Fort Knox where it will then become a much smaller expeditionary sustainment command, STB expected a massive lose of personnel during Operation "Able Fix." Many STB troops were also due to change duty stations following the 90-day post-deployment stabilization period. These two factors motivated the unit to complete the equipment phases of "Able Fix" sooner rather than later.

"We scheduled the first four phases to be ongoing and overlap one another," Mead said. "We realized the importance of getting those phases accomplished early in the operation because we needed the bodies to execute those phases."

Though Phase V and Phase VI were individual driven phases, they also were ongoing as the unit faced consistent personnel activity.

While Phases I-IV required Soldiers to think and work on a unit-level, Phase V called for Soldiers to inventory their individual equipment. Platoon and section sergeants spearheaded this phase, monitoring their Soldiers' 100 percent accountability and serviceability of personal gear (TA-50). This phase sets both the unit and the Soldier up for success, because as each Soldier out-processes 3rd COSCOM and the community, they must turn-in their individual gear to the Central Issuing Facility. Phase V ensures that STB Soldiers will have no unexpected shortages when that time comes.

Phase VI goes further than the Soldiers' individual equipment. The fundamental principle of this phase is something that units and supervisors should already be doing on a regular basis ... taking care of their Soldiers.

Phase VI includes Post Deployment Health Assessments, the well-being of individual Soldiers and their family members, and all other personnel actions such as medical readiness, finances and orders.

"All of the operation's phases are crucial, but Phase VI is by far the most important, because our Soldiers are our most important assets," Mead explained.

"We always talk of getting our equipment to 10-20 standards [in compliance with technical manuals at the operator and unit level]," he said. "More importantly, we need to focus on getting our Soldiers to 10-20 standards."

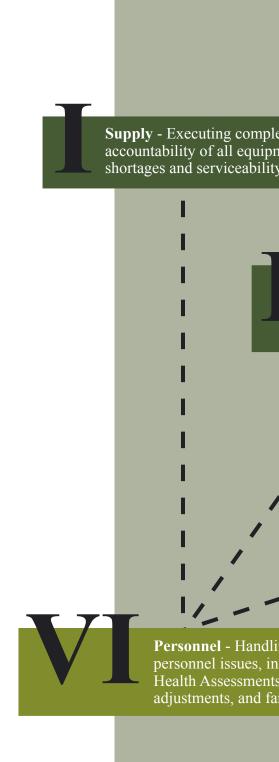
Chaos and rumors can surround a unit going through change, and with STB troops mentally processing redeployment, reintegration, reconstitution and restationing, Phase VI ensures that they get guidance versus rumors.

"As the COSCOM moves toward restationing, Soldiers want to know if they are going to be fenced in, if they are staying in Europe, where and when they are leaving, etc.," Mead said. "We are trying to get our S1 section to sit down and talk with each Soldier individually to answer these questions."

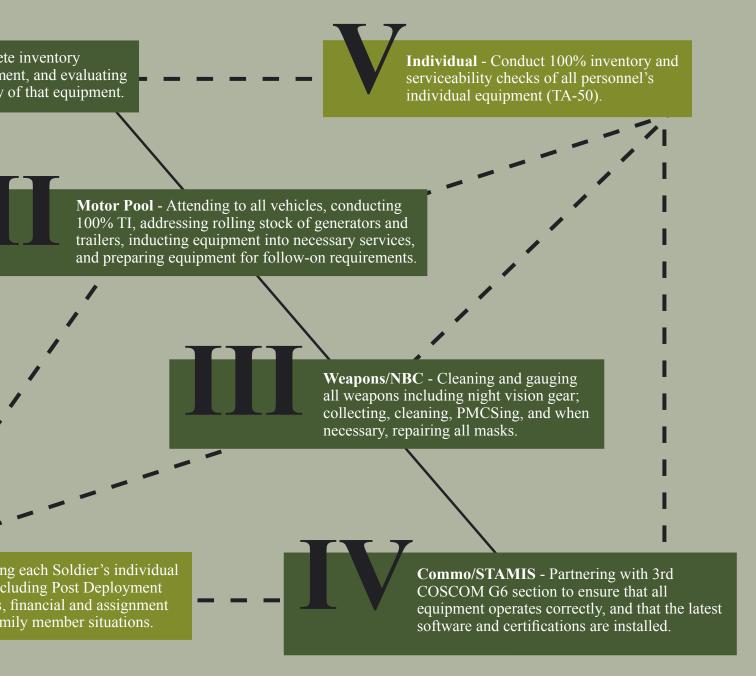
Though the first five phases of Operation "Able Fix" are virtually complete, Phase VI will not technically end until every Soldier is squared-away and heading to their next duty station.

When summing-up STB's first mission following their well-deserved moment ...

Yes, it was primarily concerned with reconstruction following a deployment, but "Able Fix" did more than that. The operation illustrated one of the unwritten rules of Soldiering; it left the STB Soldiers and equipment better than it found them.







3RD CORPS SUPPORT COMMAND SUSTAINING THE LINE!

